



I am very excited about the bright future our command is creating for Naval Aviation! Partnering our military & civilian maintainers with our logisticians, engineers, maintainers, program managers and industry partners creates the all star team the warfighter needs for greater efficiency, agility and velocity of operations. Based on the great work you performed as former Depots and AIMDs, we have a strong foundation from which to build FRCs. To kick off, I want to share with you my 100 DAY STRATEGIC PLAN.

1. Operate FRC Area Commands as cohesive units with clear chain of command, exercising full authority, responsibility and accountability
2. Complete first wave of Artisan movements sufficient to generate year 1 BRAC savings
3. Examine and reshape AIRSpeed to achieve BRAC requirements and FRC productivity goals
4. Generate, measure and report initial savings against BRAC baseline by TMS, commodities, site and appropriation
5. Establish common productivity metrics across FRC enterprise
6. Publish vision and strategy for:
 - Integrated Intermediate and Depot Financial System
 - Integrated Intermediate and Depot Maintenance System
 - Capitalization and recapitalization of plant and equipment
 - Establishment of Centers of Excellence by Year 3
 - Deployment of NSPS
 - Total Force Management
 - Migration of IT systems to Navy ERP
 - Production Performance Goals For Reduction and Variance of Turnaround Time and Reduction of Work in Progress
7. Establish strategic relationships with Lockheed Martin and JSF OEMs

I am working with all the FRC leadership teams to bring our new operating model to life. You can expect to hear more in the weeks and months ahead. In the meantime I look forward to meeting many of you on my travels and learning about the great work FRCs are doing and the opportunities to create even more efficiency, agility and velocity for our fleet customers.

Keep up the great work and let's *fix it once, fix it right and fix it on time!*

RDML Michael Hardee
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